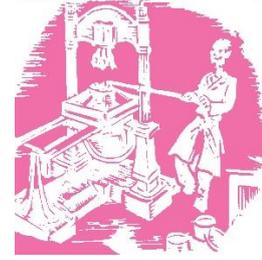**REPUBLIC OF KENYA** GOVERNMENT PRESS

EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF CHIEF OF STAFF AND HEAD OF THE PUBLIC SERVICE

GOVERNMENT PRESS DEPARTMENT

DRAFT STRATEGIC PLAN

2025/26-2029/30

KENYA VISION 2030
TOWARDS A GLOBALLY COMPETITIVE AND PROSPEROUS NATION

Your Trusted Secure Print Solution Provider

VISION

To be the preferred security printing and publishing services provider

MISSION

To provide quality, secure, accessible printing and publishing services in a timely and cost-effective manner

CORE VALUES

(IMPACT)

Impartiality

Maximized Efficiency and Effectiveness

Professional Integrity

Accountability

Customer Centric

Teamwork

CHAPTER ONE
INTRODUCTION

This chapter introduces strategy as a critical tool for the success of Government Press, highlighting why strategic planning is essential in guiding the Department toward its goals. It provides background on the Department's history to give context to its current position and future direction as well as the methodology used in developing the strategic plan. This chapter sets the foundation for the rest of the Strategic Plan by outlining the importance of strategy in achieving the mandate of Government Press and aligning it to the aspirations of national, regional and international development agenda.

1.1. Strategy as an imperative for Organizational Success

This Strategic Plan demonstrates that Government Press is committed to achieving its strategic objectives, which are anchored on identified strategic issues and key result areas. By developing SMART strategies, the Government Press will direct its operations towards realizing its goals, attaining high performance and fulfilling its vision of becoming the preferred security printing and publishing services provider.

This Strategic Plan will guide decision-making, resource allocation, performance management and provide a roadmap for sustained growth and excellence. It is a commitment to excellence, innovation and impact. It is the foundation upon which Government Press will build its future to ensure sustainable outcomes and meaningful contributions to public service and national development.

1.2. The Context of Strategic Planning

This Strategic Plan was developed to align with national development plans, regional and international development frameworks which Kenya is a party to. These aspirations include the United Nations 2030 Agenda for Sustainable Development, the African Union Agenda 2063, the East Africa Community Vision 2050, Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda 2022-2027 (BETA), the Fourth Medium-Term Plan 2023-2027, the Executive Order No.1 of 2025 and various key policy and legal documents including the provisions of the Constitution of Kenya, 2010.

1.2.1. United Nations 2030 Agenda for Sustainable Development

Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure prosperity for all. Government Press will continue to support achievement of SDGs by:

(i)   Facilitating transparent governance and rule of law by printing and publishing legislative and official Government documents, information and the Kenya Gazette (SDG 16 on Peace, Justice and Strong Institutions); and

(ii)   Investing in modern printing technology to enhance innovation (SDG 9 on Industry, Innovation and Infrastructure).

1.2.2. African Union Agenda 2063

The African Union Agenda 2063 is a 50 years development blueprint adopted by African Heads of State and Governments in 2013 with a view to promote inclusive growth, sustainable development and good governance in Africa. Government Press will continue to support achievement of the aspirations of the African Union Agenda 2063 by:

(i)   Producing and disseminating national and county development plans and policies that promote economic transformation and social inclusion. (Aspiration 1); and

(ii)   Printing and distributing official Government documents and legislation to promote transparency and accountability in order to promote good governance and rule of law (Aspiration 3).

1.2.3. East African Community Vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state and it serves as a framework around which EAC should commit to achieve the desired economic and social development goals. The policy recognizes that strong cooperation among the member states in all aspects including manufacturing is important to achieving the aspired socio-economic transformation.

The manufacturing sector's average contribution to GDP is expected to grow from 8.2% in 2015 to 40% by 2050. Government Press will play its role in achievement of the East African Agenda 2050 target by enhancing manufacturing through the provision of printing and publishing services to Ministries, Departments, Agencies and Counties (MDACs), constitutional commissions, judiciary, parliament and the public.

1.2.4. Constitution of Kenya, 2010

The Government Press is mandated by law to fulfill the following under the Constitution of Kenya, 2010:

a)   Article 35(3) states, "The State shall publish and publicize any important information affecting the Nation."

b)   Article 6(3) states that "A national state organ shall ensure reasonable access to its services in all parts of the Republic, so far as it is appropriate to do so having regard to the nature of the service."

c)   Article 199(1) state that "County legislation does not take effect unless published in the Gazette."

Additionally, Government Press adheres to the following Laws in the publication of the Kenya Gazette and the Laws of Kenya

a)   The County Government Act Cap 265

b)   Revision of Laws Act, Cap. 1

1.2.5. Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Vision 2030

Vision 2030 is a long-term development blueprint that aims to transform Kenya into a newly-industrialized middle income country providing high quality of life to all its citizens in a clean and secure environment by 2030. The economic pillar of the Vision 2030 identifies the critical role of manufacturing sector as a key growth driver in the journey to 2030, as Kenya aims to increase annual GDP growth rate to an average of 10% per annum. To contribute to the achievement of the aspirations, Government Press plans to enhance manufacturing with the aim of fulfilling its part in raising the manufacturing share of manufacturing sector to 15% of GDP.

Bottom-Up Economic Transformation Agenda 2022-2027

The Government is currently enhancing service delivery through digitalization and automation of all Government critical processes and making available 80% of Government services online. In line with this intervention, Government Press has digitalized all the previous processes and onboarded 14 citizen-facing services on e-Citizen platform to allow the public to access the services from wherever they are situated in the country. Government Press will continue to leverage its mandate to ensure realization of the Bottom-Up Economic Transformation Agenda (BETA).

Fourth Medium Term Plan (MTP IV) 2023-2027

The MTP IV is anchored on the Bottom-up Economic Transformation Agenda (BETA) 2022-2027 and focuses on five (5) broad sectors including Infrastructure, Social Sector, Environment and Natural Resources, Finance and Production, and Governance and Public Administration. Government Press is one of the key Departments that comprise the Governance and Public Administration and is aligned with the Government's priority program on modernization of Government Press.

1.2.6. Key Policy and Legal Instruments

The preparation of this Strategic Plan took into account all the relevant Government policies and legal instruments such as the Executive Order No. 1 of 2025 on Organization of the Government of the Republic of Kenya; Public Finance Management Act, 2012; Public Service Commission Performance Management Regulations, 2021; Public Procurement and Asset Disposal Act, 2015 (amended 2023); Data Protection Act, 2019; Kenya's Computer Misuse and Cybercrimes Act, 2018; the Access to Information Act, 2016; Information and Communications Act, 2010; and Government circulars among others. These legal documents and policies will guide implementation of the Strategic Plan.

1.3 Historical Background of the Government Press

The Government Press has been in operation for more than a century, having been established in 1895 by the colonial administration to produce necessary documents for the smooth running of the colonial government. It was later developed into a fully-fledged printing unit to produce materials for the Kenya-Uganda Railway and also for the East African and Uganda

protectorate. The development of the Department has been critical in the diffusion of information, literature, and education throughout the country. From the colonial era to the present, Government Press has played an important role in providing printing and publishing services to the Government, the general public, and numerous institutions around the country. It's history dates back to the colonial era when Kenya was under British rule.

The first "Official Gazette" of the East African and Uganda protectorate was published in 1899. In 1902, the Public Works Department established the first printing press in Mombasa, which was used to print forms, maps, and other administrative documents for the colonial Government. As the need for printing services increased, the Government established more presses in Nairobi and other towns. The plant and staff were transferred to Nairobi on 15th January, 1907, as the Uganda Railways Press. Its activities further expanded and the unit produced the Official Gazette and the minutes of the deliberations of the Colonial Legislative Council for the colony and protectorate of Kenya. The name was changed in 1962 to Printing and Stationery Department under the Ministry of Power and Communications.

In 1965, the Department's name was changed to Government Press, domiciled under the Office of the President, mandated to provide printing and publishing services to the Government and other institutions. It was also tasked with printing and publishing official Government documents, such as the Kenya Gazette, which contains legal notices, Government appointments, and other important information as well as minimal commercial printing. Currently, the Government Press is domiciled under the Executive Office of the President as per the Executive Order No.1 of 2025.

Government Press has had a significant impact on the economy of Kenya. It has provided employment opportunities to thousands of Kenyans over the years, including skilled and unskilled workers. Additionally, it has contributed to the growth of the printing and publishing industry in the country by providing training and mentorship to young people who are interested in pursuing a career in printing and publishing.

As the country continues to develop, the Department remains an essential institution that will continue to provide quality, secure, accessible printing and publishing services in a timely and cost-effective manner to the Government and the public.

1.4 Methodology of Developing the Strategic Plan
This Strategic Plan was developed through the following steps:

Step One: Initiation of the Strategic Planning Process:
   i.   Determination of the rationale and scope of development of the Strategic Plan by top leadership;
   ii. Development of Terms of Reference (ToRs) by top leadership for development of the Strategic Plan; and
   iii. Formation of technical committee to develop the Strategic Plan.

Step Two: Strategic Plan Development
  i.   Interpretation, review and adoption of the TORs by the technical committee;
  ii.   Development of a costed roadmap by the technical team for consideration and approval by top leadership;
  iii. Comprehensive description of the relevant global, regional and national policy, legal and regulatory frameworks. Also includes clear demonstration of the Department's contribution towards the realization of the aspirations of such frameworks and their linkage with the National Development priorities;
  iv.   Determination of the Department's strategic direction; and
  v.   Comprehensive analysis of the Department's external and internal contexts including its stakeholders.

Step Three: Strategic Plan Validation
  i.   Sharing of the strategic framework with the internal and external stakeholders for validation and feedback; and
  ii.   Incorporation of the feedback from stakeholders

Step Four: Finalization and Dissemination of the Strategic Plan
  i.   Approval of the strategic framework by the top leadership; and
  ii.   Launch and dissemination of the approved strategic plan.

CHAPTER TWO
STRATEGIC DIRECTION

This chapter describes the Department's strategic direction. It sets out the mandate, vision and mission statements, strategic goals, core values and quality policy statement for Government Press.

2.1 Mandate

The Executive Order No 1 of 2025, provides for the functions of the Government Printer as follows: -

a) Publishing of the Kenya Gazette and its supplements, Laws of Kenya and their revised editions, Bills and Acts of Parliament, County Government legislation, special reports and other Government publications; and

b) Designing, authenticating, cataloguing, standardization and printing of Government security documents.

2.2 Vision Statement

To be the preferred security printing and publishing services provider

2.3 Mission Statement

To provide quality, secure, accessible printing and publishing services in a timely and cost-effective manner

2.4 Strategic Goals

(a) Modernize the Government Press;
(b) Improve efficiency, effectiveness and responsiveness of business processes;
(c) Build a responsive institutional capacity;
(d) Strengthen stakeholder engagement and build strategic partnerships;
(e) Ensure long-term financial stability and sustainability; and
(f) Promote environmental sustainability.

2.5 Core Values (IMPACT)

Impartiality:	The Department acts fairly and without bias thus ensuring equal treatment for all
Maximized Efficiency and Effectiveness:	The Department strives to achieve the highest levels of resource optimization and outcome quality, ensuring the Government Press services are delivered swiftly, cost-effectively, and with maximum impact.
Professional Integrity:	The Department upholds the highest standards of ethics and professionalism.

Accountability: The Department takes responsibility for its actions and maintains transparency.

Customer Centricity: The Department prioritizes the needs of its clients and stakeholders.

Teamwork: The Department collaborates effectively with its staff, customers and stakeholders to achieve a common goal.

2.6 Quality Policy Statement

We at the Government Press are committed to the improvement of service delivery by providing quality printing and publishing services. We commit to meet and even exceed our customer expectation through provision of quality printed products in printing services. To achieve this, we aim to

1. Continue investing in world class state of the art technology coupled with elaborate and efficient maintenance program of our facilities and equipment.
2. Continue providing capacity building to our staff through relevant training and refresher training, together with providing other motivational impetus
3. Strictly adhere to procurement practices that ensure quality input materials and production facilities
4. Be keen in capturing accurately and adequately customer jobs specifications for the purpose of giving back to the customers satisfying products and services.
5. Be keen to meet customers realistic deadlines courtesy of calculated work scheduling.
6. Enhance effectiveness of both internal and external communication

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSES

This chapter presents the stakeholder and situational analyses, review of past performance, stakeholder analysis and clarity on the contexts within which the Government Press operates. Understanding the situational and stakeholder analyses forms the basis for identification of strategic issues, goals, objectives and strategies.

3.1 Situational Analysis

This section focuses on the internal and external environment using various tools, methods and frameworks.

3.1.1 External Environment

The external environment focuses on identification of opportunities and threats which inform strategic action. It focuses on the macro and micro environments which affect the operations of the Government Press.

3.1.1.1 Macro-environment

Political Factors

- Government policies and priorities like decisions on budget allocation, modernization and efficiency reforms directly shape how the Government Press operates;
- Counties have their own printing needs including gazettement, policy papers and reports. Political goodwill between national and county governments influences business opportunities for the Government Press;
- Global political instabilities like wars and trade tensions affect supply chains for printing materials and can disrupt operations; and
- Kenya's geopolitical alignments influence trade agreements, technology transfer and availability of modern printing machinery.

Economic Factors

- Funding for the Government Press comes from the exchequer. Any budget cuts or delays directly affect modernization and service delivery;
- Inflation rate affects operational costs such as electricity, supplies for production and maintenance;
- Since suppliers import paper, ink and machinery, a weak shilling against the dollar raises costs;
- Disruptions in global supply chains like shipping delays, war in Ukraine among others affect the timely supply of paper, ink and equipment;
- Global oil prices affect electricity among other costs which are significant for printing operations;
- The printing and publishing industry is shifting globally towards digital platforms and e-government systems. This trend reduces traditional printing demand and pushes the Government Press to modernize and become innovative; and

- International trade rules, taxes on imports and regional agreements (EAC, COMESA, WTO) influence the affordability of raw materials for production and print production equipment.

Socio-Cultural Factors

- Citizens increasingly demand open access to government information like laws and gazette notices therefore influencing how the Government Press shares relevant information with the public;
- A youthful population that is more digital-savvy expects information in online formats thus reducing reliance on print and influencing the modernization pace;
- International pressure to make public information accessible to all groups including persons with disabilities and ethnic marginalized and minority communities influences publishing practices for the Government Press; and
- Citizens today compare Kenya's information-sharing culture with international standards thus putting pressure on Government Press to match global best practices.

Technological Factors

- Expansion of internet penetration, fiber optic connectivity and mobile usage creates opportunities for Government Press to distribute publications electronically;
- Government reforms emphasize automation of workflows hence the need to align to increase efficiency;
- With the rise of cybersecurity and data protection concerns, more sensitive government information is moving online. The Government Press must therefore invest in secure systems to safeguard classified documents and publications.
- Globally, printing is moving toward high-speed digital presses and 3D printing among others. The Government Press competitiveness depends on adopting such innovations.
- Innovations in sustainable printing including energy-efficient machines which Government Press may be required to follow; and
- Emerging artificial intelligence, machine learning and big data analytics will continue to revolutionize innovations in the print and publishing space.

Ecological factors

- Kenya's environmental laws such as NEMA guidelines regulate waste management, emissions and use of chemicals in printing which Government Press must comply with;
- Printing machines require high energy use and with rising electricity costs and pressure to adopt green energy, Government Press may need to explore renewable energy solutions;
- Ink, paper offcuts and chemical waste from printing create ecological concerns which require investment in safe disposal;
- Standards such as ISO 14001 on environmental management systems influence the need to become mandatory compliance.

Legal Factors

- The Constitution of Kenya (2010) and all relevant laws and policies;
- International treaties, conventions, agreements and protocols regarding the publishing and printing industry; and
- International standards like ISO certifications for environment set global benchmarks that Government Press is required to adopt.

3.1.1.2 Micro-environment

Labour Markets

Government Press depends on skilled professionals such as printers, editors, designers, ICT specialists and engineers. In Kenya, the labour market provides a pool of both experienced and young graduates, but there are challenges in attracting and retaining top talent due to competition from private printers and publishing firms.

Customer Profiles

The main customers of Government Press are Ministries, Departments and Agencies that require gazettes, laws, reports and policy documents among others. County governments are also important clients for county gazettes and official publications. Other customers include independent commissions, the Judiciary and Parliament. On one end, citizens and businesses indirectly benefit as end-users of official publications. On the other hand, businesses and individual clients also source for various services at Government Press including corporate printing, publishing, packaging, advertising, personal printing, invitations and academic projects. With increasing digitalization, customers expect faster turnaround times, greater transparency and access to documents online as well as in print.

Suppliers

Suppliers play a critical role in the operations of GP. The Department engages with contracted suppliers for consumables and technologies including printing machinery and equipment, software and spare parts. Most of these are imported, making GP dependent on suppliers and vulnerable to exchange rate fluctuations and global supply chain disruptions. Locally, there are also suppliers of basic materials and maintenance services. Establishing reliable partnerships with suppliers is key to ensuring uninterrupted service delivery.

3.1.2 Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats has been provided in Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	• Government support through budget allocations and modernization reforms • Public service reforms (digitalization, transparency, efficiency) encourage innovation • County governments create demand for county gazettes and reports	• Dependence on government budgetary allocations which may be reduced or delayed • Political instability or global conflicts disrupting supply chains • Leadership changes and political interference may affect continuity
Economic	• MDACs provide a stable customer base • Push for modernization and revenue generation	• Inflation and rising energy costs increase operating expenses • Depreciation of the shilling raises cost of imports (paper, ink, machinery) • Global supply chain disruptions delay critical inputs • Declining global demand for print due to digital shift
Social	• Public demand for transparency creates more printing/publishing needs • Inclusivity agendas create new publishing requirements (e.g. disability-friendly formats)	• Younger, digital-savvy population reduces reliance on print • Pressure to match international best practices with limited resources
Technological	• Expansion of e-government and ICT opens opportunities for digital publishing • Internet and mobile penetration make distribution of publications easier. • Advances in digital printing and automation can improve efficiency • AI, machine learning, and big data offer innovation opportunities	• Rising cybersecurity and data protection risks • High cost of adopting modern technologies
Ecological	• Adoption of ISO 14001 and sustainable practices enhances reputation	• Waste management challenges (ink, chemicals) • Global pressure on sustainable forestry may limit paper supply
Legal	• Constitution of Kenya, 2010 • Access to Information Act increases demand for official publications • International standards like ISO certifications can improve credibility • Any emerging litigations	• Regulatory changes may disrupt operations • Pressure to meet global standards without adequate resources. • A litigious society

Factor	Opportunities	Threats
Labour Markets	• Skilled workforce available locally	• Difficulty attracting and retaining skilled staff due to private sector competition
Customer Profiles	• Wide customer base including MDACs, independent commissions, judiciary, parliament and citizens • Opportunities to digitalize services to meet customer expectations	• Increasing customer demand for faster digital services may surpass current capacity
Suppliers	• Strong supplier networks	• Risk of strained supplier relations if payments are delayed.

3.1.3 Internal Environment

The internal environment focuses on the key factors within the Government Press that influence its ability to deliver on its mandate. This includes the governance and administrative structures that provide direction and oversight, the internal business processes that drive daily operations and the resources and capabilities that determine efficiency and service delivery.

3.1.3.1 Governance and Administrative Structures

a) The Executive Order No.1 of 2025 establishes the Government Press as a Department in the Office of Chief of Staff and Head of the Public Service;
b) Government Press is guided by provisions in the Constitution of Kenya (2010) and existing policy, legal, regulatory framework and circulars that are issued from time to time;
c) Government Press has an approved organizational structure; and
d) Human Resource Management processes adhere to the guidelines provided by the human resource management policies and procedures from the Public Service Commission.

3.1.3.2 Internal Business Processes

a) Government Press has Standard Operating Procedures but they have not been fully operationalized. Therefore, there is need to have the procedures operationalized;
b) There are established processes for information sharing and dissemination. However, there is need to have a communication protocol to guide dissemination of information to all stakeholders;
c) An Enterprise Resource Planning System (ERP) is currently in place and has improved the processes within the department. All modules of the system should be operationalized;
d) Onboarding of GP services on the e-Citizen platform has greatly improved service delivery;
e) ICT infrastructure should to be strengthened; and

f) A business continuity plan for the department should be developed to ensure proper running of operations in case of disruption.

3.1.3.3 Resources and Capabilities
a) Government Press has competent workforce but staffing levels are not optimal;
b) Print production equipment are still using old technology;
c) GP has sufficient office space but needs refurbishment to make it conducive for the staff;
d) The department has insufficient vehicles and plant operating equipment;
e) Current budgetary allocation from exchequer is insufficient to cater for operations and modernization;
f) The department has a wealth of historical knowledge on government and has established a resource centre. The centre however requires expansion and automation; and
g) Currently, GP is centralized. However, to ensure ease of access to its services, there may be need to establish mechanisms to decentralize its services to the public.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment, Table 3.2 below summarizes the emergent strengths and weaknesses:

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• Visionary leadership • Approved organizational structure • Established partnerships and collaborations	• Inadequate policy and legal frameworks
Internal Business Processes	• Adoption of ERP system to support production activities • Onboarded all citizen-facing services on e-Citizen platform • Business processes comply with relevant laws, policies and regulations (budgeting, procurement, HR, performance management).	• Unimplemented standard operating procedures • Lack of a quality management system • Pockets of manual system • Slow uptake and adoption of ICT in service delivery • Weak information and communication sharing mechanisms • Weak M&E framework
Resources and Capabilities	• Competent staff with diverse skillsets • Existence of historical information and institutional knowledge	• Inadequate financial resources • Inadequate equipment and furniture • Inadequate vehicles • Old and non-conducive offices • Lack of modern printing machinery and inadequate ICT and security infrastructure

Factor	Strengths	Weaknesses
		• Sub-optimal staffing levels • Weak knowledge management systems • Old ICT infrastructure

3.1.5   Analysis of Past Performance

This is an evaluation of the Department's past performance based on the extent of achievement of the previous strategic plan objectives. The section highlights the key achievements of Government Press, the challenges faced as well as lessons learnt during the implementation of the 2020/21-2024/25 Strategic Plan.

3.1.5.1 Key Achievements

The following are some of the key milestones achieved by the Government Press Department:

a) Printing and publishing of various Government documents and reports in support of the Government Agenda, including Presidential reports, County government reports, Bills and Acts, National Values and Principles of Governance report, International Obligation report, National Security Report, Citizen Satisfaction Survey reports, Title Deeds, Log books, Civil Registration Documents among others;

b) On-boarded 14 services on the E-citizen digital platform including online access of Kenya Gazette and other publications;

c) GP has automated its operations in Government Press through the introduction of the Enterprise Resource Planning System (ERP);

d) GP has supported Special National Government goals and priorities through expedited printing and provision of essential information products such as Title Deeds, Certificate of Titles, Certificate of Lease for both County and National Land Registry and Fertilizer Subsidy Program Documents;

e) Supported enhancement of efficient and effective service delivery through timely printing and making available various critical government reports including: forty-seven (47) county governments reports, Bills and Acts, the National Treasury, Public Service Commission, presidential report, National Values and Principles of Governance report, International Obligation report, National Security Report, Citizen Satisfaction Survey reports among others;

f) Supporting of Bottom-Up Economic Transformation Agenda (BETA) and Vision 2030 by printing and making them available to the Government and enhancing access to information. In addition, Government Press actively participates in the National Tree Growing Restoration Campaign;

g) Government Press in conjunction with Office of the Attorney-General, and working together with Kenya Law, prepared the Twenty Fourth Annual Supplement to the Laws of Kenya which comprises three hundred and eight six (386) Statutes in accordance with the Revision of the Laws Act. This is in line with the commitment of the Government under BETA to strengthen the Rule of Law;

h) In meeting the increased demand for printing, Government Press enhanced service delivery to the National and County governments by established and operationalize

offices to cater for the forty-seven (47) Counties and a Print on Demand (POD) Office to cater for urgent State jobs;

i) Over the past 5 years, the Government Press has made significant strides in improving the security features of various Government documents, such as logbooks and county jobs by procuring security machines and equipment; and

j) The Government Press has made significant progress by forming strategic partnerships, notably signing a Memorandum of Understanding (MoU) with the Government Printing Works of South Africa. This collaboration has enabled the exchange of best practices, technology, and joint projects, improving the Department's printing processes.

3.1.5.2 Challenges
a) Insufficient budgetary allocation;
b) Rapid Technological advancement;
c) Increased machine downtime;
d) Exposure to hazardous chemicals and substances;
e) Policy and legal framework gaps;
f) Inadequate staff;
g) Inadequate M&E system; and
h) Global crisis like Covid-19 which reduced demand for print production.

3.1.5.3 Lessons Learnt

In the period under review, the following key lessons were learned:

a) Adopting a prudent financial and resource management strategy for sustainability, efficiency and accountability will fast-track modernization;
b) A motivated, well-trained and adequately supported workforce is crucial;
c) Investment in staff development, fair deployment and transparent communication strengthens institutional capacity and reduces resistance to change;
d) Adopting modern equipment, digital platforms and automated processes will enhance efficiency, security and service delivery;
e) Robust security and safety measures are indispensable in safeguarding the integrity of Government Press operations; and
f) Regular health and safety training, provision of protective personal equipment and enforcement of workplace health standards are crucial for service delivery.

3.2 Stakeholder Analysis
Government Press engages with a wide range of stakeholders who may impact realization of the Department's mandate. Therefore, it is important to understand the role and expectations of the various stakeholders. The analysis of the Department's key stakeholders is presented in Table 3.3.

Table 3.3: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectations of the Stakeholder	Expectations of Government Press
1.	Parliament	Oversight and Legislation	• Efficient utilization of allocated funds	• Appropriation of sufficient funding for printing and publishing • Fast tracking the review of important legislation for the Department • Political goodwill
2.	Ministries, Departments, Agencies and Counties (MDACs)	Timely service delivery	• Countrywide distribution of printed products • Efficient, effective, timely and quality service • Timely response to complaints and inquiries	• Provide adequate funding (Treasury) • Source printing and publishing services from GP • Prompt payments • Feedback on Government Press' products and services • Compliance and conformity with laws and regulations •
3.	State Law Office	Primary source of legal content for official government publications	• Timely delivery for printing and publishing of regulations, Bills and Acts of Parliament.	• Prompt drafting of Bills and Acts
4.	Suppliers	Supply of goods and services	• Compliance with procurement laws and regulations • Timely payments • Fairness in tender awards and contract management	• Timely delivery of quality goods and services • Compliance with procurement laws and regulations
5.	Development Partners	Resource mobilization	• Prudent resource management • Transparency and accountability • Bilateral and multilateral engagements to identify areas for support	• Operate within Government policy and regulatory framework • Align support to Government priorities • Partnerships and collaborations • Provide timely information

6.	Public	End-users of information	• Efficient, effective, timely and quality service • Timely dissemination of relevant information • Prudent utilization of resources • Timely response to complaints and inquiries	• Source services from GP • Provide feedback on quality of GP's services • Compliance and conformity with laws and regulations • Prompt payment
7.	Private Sector	Partnership	• Efficient, effective, timely and quality service • Timely dissemination of relevant information • Prudent utilization of resources • Timely response to complaints and inquiries	• Source services from the GP • Collaborative efforts in development projects • Provide feedback on quality of GP's services • Compliance and conformity with laws and regulations • Prompt payment • Fair trade practices
8.	GP Staff	Service delivery	• Career progression • Training and development opportunities • Fair labour practices • Conducive working environment	• Optimal productivity and professionalism • Prudent utilization of resources • Adherence to Human Resource Policies& Procedures Manual and the Public Service Code of Conduct and Ethics

CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The chapter outlines the key strategic issues that are as a result of situational and stakeholder analysis. It also describes GP's strategic goals and key result areas identified as critical during the Plan period.

4.1. Strategic Issues

The situational and stakeholder analyses have resulted in identification of six (6) strategic issues that must be dealt with expeditiously and effectively to achieve GP's Vision and Mission. These include:

(a) Modernization and Technology;
(b) Process Efficiency and Service Delivery;
(c) Institutional Capacity Development;
(d) Stakeholder Management and Partnerships;
(e) Financial stability and sustainability; and
(f) Environmental Sustainability;

4.1.1. Modernization and Technology

Government Press is currently facing significant challenges due to outdated printing machinery, aging ICT infrastructure, entrenched legacy systems, and fragmented digital workflows that limit flexibility, scalability, and innovation. Although some technological strides such as the introduction of an ERP system have been made, its limited functionality across departments and continued reliance on manual processes slow productivity and hinder data consistency. While a website exists, it lacks interactivity and fails to meet the diverse needs of stakeholders, limiting its effectiveness as a customer engagement and service delivery platform. Additionally, the underdeveloped resource center curtails internal knowledge sharing and staff development. Without a deliberate investment in modern technology, automation, and scalable digital integration, Government Press risks falling behind in a rapidly evolving printing and publishing industry where agility, connectivity, and data-driven operations are essential for relevance and growth.

4.1.2. Process Efficiency and Service Delivery

Although GP adheres to Government laws and regulations, its operational efficiency remains limited. While Standard Operating Procedures (SOPs) have been documented, they require revision and consistent implementation. Public information sharing is inadequate, with the department lacking a formal platform for uploading publications online. Procurement and payment processes are frequently slow, leading to delays in service delivery. Additionally, underdeveloped customer feedback mechanisms have greatly limited responsiveness to client needs. Without more robust systems in place, GP risks falling short of service expectations and stakeholder trust. Moreover, GP currently operates without a formal risk management framework, leaving it vulnerable to unforeseen challenges. The absence of a standby generator also exposes operations to disruption during power outages, compromising service continuity.

4.1.3. Institutional Capacity Development;

Government Press benefits from a skilled workforce, yet operates below its approved staffing levels, placing strain on service delivery. Career progression has stagnated due to the absence

of structured systems for staff recognition, disciplinary action, and succession planning. Employees also contend with outdated office infrastructure, insufficient equipment, and a lack of reliable transport, particularly for night operations. Furthermore, gaps in modern printing and ICT competencies hinder the institution's ability to evolve with industry standards. Collectively, these challenges diminish staff morale and compromise GP's operational efficiency.

4.1.4. Stakeholder Management and Partnerships

Government Press serves a diverse range of stakeholders, including MDACs, Parliament, the State Law Office, the public, private sector, and development partners. However, limited engagement with some of these groups has resulted in lost business opportunities, particularly to private printing firms. Expectations are evolving: the public and MDACs demand faster, more efficient printing services, while development partners prioritize accountability, transparency, and innovation. To remain trusted and relevant, GP must strengthen stakeholder relationships and enhance communication across all fronts.

4.1.5. Financial stability and sustainability

Government Press faces a critical challenge in sustaining financial stability and securing adequate resources to support ongoing operations and modernization efforts. Current revenue streams are limited and overly reliant on traditional sources, leaving the department vulnerable to market fluctuations and funding shortfalls. The lack of diversified products and services, coupled with underdeveloped marketing strategies, has constrained growth and hindered the ability to capitalize on emerging opportunities. Without a deliberate focus on expanding offerings and enhancing visibility through targeted marketing, the department risks stagnation and diminished capacity to invest in innovation and service improvement. Addressing these gaps is essential to building a resilient financial foundation and achieving long-term sustainability.

4.1.6. Environmental Sustainability

GP's current printing operations rely heavily on paper, ink, and energy- resources that carry considerable environmental impact. Managing waste from ink and paper has become increasingly challenging, while rising energy costs continue to drive up production expenses. Meanwhile, national and global momentum toward sustainability is accelerating, with growing expectations to adopt eco-friendly practices such as recyclable paper, renewable energy sources, and environmentally safe inks. However, GP lacks a comprehensive strategy for sustainable printing, leaving it vulnerable to regulatory non-compliance and potential reputational harm.

4.2. Strategic Goals

(g) Modernize the Government Press;
(h) Improve efficiency, effectiveness and responsiveness of business processes;
(i) Build a responsive institutional capacity;
(j) Strengthen stakeholder engagement and build strategic partnerships;
(k) Ensure long-term financial stability and sustainability; and
(l) Promote environmental sustainability.

4.3. Key Result Areas

The key result areas linked to the identified strategic goals are as shown in Table 4.1:

Table 4.1: Strategic Issues, Goals and KRAs

S/No.	Strategic Issues	Strategic Goal	Key Result Areas
1.	Modernization and Technology	Modernize the Government Press	Legal and Governance Frameworks
			Modernized Print Production
			Automated Processes and Workflows
			Refurbished offices and buildings
2.	Process Efficiency and Service Delivery	Improve efficiency, effectiveness and responsiveness of business processes	Institutional Processes and Service Delivery
3.	Institutional Capacity Development	Build a responsive institutional capacity	Optimal Institutional Capacity
4.	Stakeholder Management and Partnerships	Strengthen stakeholder engagement and build strategic partnerships	Stakeholder Engagement and Strategic Partnerships
5.	Financial stability and sustainability	Ensure long-term financial stability and sustainability	Financial management and stability
6.	Environmental Sustainability	Promote environmental sustainability	Environmental sustainability and compliance

CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives that Government Press will pursue as guided by the strategic goals and KRAs as well as appropriate strategic choices for the realization of the identified strategic objectives.

5.1. Strategic Objectives

During the Plan period, Government Press will implement the following strategic objectives:

a) To strengthen the governance and institutional framework for effective service delivery;
b) To acquire and maintain modern print production equipment;
c) To automate workflows and integrate ICT systems for efficiency, transparency and accountability;
d) To improve work environment;
e) To institutionalize process audits and continuous improvement;
f) To enhance customer feedback mechanisms;
g) To ensure compliance with national and international standards;
h) To establish and implement disaster recovery and continuity plans;
i) To improve effectiveness in stakeholder management;
j) To promote responsive strategic partnerships;
k) To enhance the institutional capacity for Government Press;
l) To diversify and grow revenue streams; and
m) To promote environmental conservation.

Table 5.1. Outcomes Annual Progression

Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Legal and Governance Frameworks							
SO1.1: To strengthen the governance and institutional framework for effective service delivery	Efficient and improved service delivery	Level of compliance with established governance and legal frameworks	100	100	100	100	100
KRA 2: Modernized Print Production							
SO2.1: To acquire and maintain modern print production equipment	Efficient and improved service delivery	Production efficiency rate	100	100	100	100	100
KRA 3: Automated Processes and Workflows							
SO3.1: To automate workflows and integrate ICT systems for efficiency, transparency and accountability	Efficient and improved service delivery	Percentage reduction in turnaround time	10	20	35	45	55
KRA 4: Refurbished offices and buildings							
SO4.1: To improve work environment	Conducive working environment	Employee satisfaction index	100	100	100	100	100
KRA 5: Institutional Processes and Service Delivery							
SO5.1: To Institutionalize process audits and continuous improvement	Streamlined business processes	Proportion of business processes streamlined	100	100	100	100	100

Strategic Objective	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO5.2: To enhance customer feedback mechanisms	Improved customer satisfaction	Customer satisfaction index	100	100	100	100	100
SO5.3: To ensure compliance with national and international standards	Streamlined business processes	Proportion of business processes streamlined	100	100	100	100	100
SO5.4: To establish and implement disaster recovery and continuity plans	Enhanced organizational resilience	Percentage of Disaster Recovery and Business Continuity Plan implemented	100	100	100	100	100
KRA 6: Optimal Institutional Capacity							
SO6.1: To enhance the institutional capacity for Government Press	Responsive institutional capacity	Change in productivity index	0.6	1	2	2.5	3
KRA 7: Stakeholder Engagement and Strategic Partnerships							
SO7.1: To improve effectiveness in stakeholder management	Mutual stakeholder relations and partnerships	Proportional increase in stakeholder engagements	100	100	100	100	100
SO7.2: To promote responsive strategic partnerships		Proportional increase in strategic partnerships	100	100	100	100	100
KRA 8: Financial management and stability							
SO8.1: To diversify and grow revenue streams	Increased capacity to fund operations and modernization	Percentage increase in financial capacity	10	20	35	50	70
KRA 9: Environmental sustainability and compliance							
SO9.1: To promote environmental conservation	Environmentally Responsible organization	Proportion of planned environmental conservation initiatives implemented annually	100	100	100	100	100

5.2. Strategic Choices

Government Press has formulated the following strategies to realize the strategic objectives as summarized in Table 5.2:

Table 5.2: Strategic Objectives and Strategies

S/No.	KRA	Strategic Objective(s)	Strategies
1	Legal and Governance Frameworks	To strengthen the governance and institutional framework for effective service delivery	Review and update the existing institutional policy frameworks
			Align organizational structure with modernization goals and service demands
			Establish new functional units
2	Modernized Print Production	To acquire and maintain modern print production equipment	Implement the print production equipment modernization plan
			Institutionalize preventive maintenance systems for production equipment
3	Automated Processes and Workflows	To automate workflows and integrate ICT systems for efficiency, transparency and accountability	Automation of workflows
			Strengthen ICT Infrastructure to support digital operations
			Promote a culture of innovation and ICT adoption among staff
4	Refurbished offices and buildings	To improve work environment	Ensure conducive working environment
5	Institutional Processes and Service Delivery	To Institutionalize process audits and continuous improvement	Institutionalize Policies, Standards and Frameworks
			Decentralization of Government Press services
		To enhance customer feedback mechanisms	Institutionalize citizen-centric service frameworks
		To ensure compliance with national and international standards	Obtain NEMA Compliance
			Align operations with international standards
			Ensure annual OSHA compliance
			Mainstream business continuity planning

S/No.	KRA	Strategic Objective(s)	Strategies
		To establish and implement disaster recovery and continuity plans	Institutionalize disaster preparedness and resilience frameworks
6	Optimal Institutional Capacity	To enhance the institutional capacity for Government Press	Strengthen staff capacity and wellness
			Mainstream performance management
			Enhance morale, retention and productivity of staff
			Mainstream knowledge management
			Ensure logistical and administrative support for efficient and effective operations
			Corruption prevention
7	Stakeholder Engagement and Strategic Partnerships	To improve effectiveness in stakeholder management	Institutionalize stakeholder engagement
		To promote responsive strategic partnerships	Institutionalize strategic partnerships
8	Financial management and stability	To diversify and grow revenue streams	Diversification of products and services
			Enhance marketing
9	Environmental sustainability and compliance	To promote environmental conservation	Mainstream waste management
			Tree growing initiatives

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides a description of the framework that will operationalize and institutionalize the Strategic Plan. This includes the implementation plan, action plan, annual workplan and budget, performance contract, coordination framework, institutional framework and risk management framework.

6.1.   Implementation Plan

The framework for operationalization of this Strategic Plan will include a detailed action plan represented by the Implementation Matrix. This implementation matrix will then be translated into annual workplans with their requisite budgets and performance contracting based on the annual workplan.

6.1.1. Action Plan

The action plan constitutes the strategic issues, strategic goals, key result areas, strategic objectives, strategies, key activities, expected outputs and their indicators, annual targets & budgets in the respective years and the actors responsible for implementation of the various activities. The action plan is presented as an implementation matrix covering the entire Plan period as presented in Appendix 1.

6.1.2. Annual Work Plan and Budget

Annual Work Plans (AWPs) will be developed to operationalize the Strategic Plan. The work plans are derived from the implementation matrix and provides details on activities to be undertaken and the results to be achieved each year. It forms the basis upon which the annual budget and the performance contract will be developed.

6.1.3. Performance Contracting

The Annual Work Plan will constitute the annual performance contract for the Government Press. The Performance Contract will then be cascaded across all sections and units and all staff through the performance appraisal system at the start of every financial year.

6.2.   Co-ordination Framework

The coordination framework ensures effective institutionalization of this Plan. The Department will coordinate implementation of the key activities through four technical divisions and support units. This framework is clearly described through the institutional framework; staff establishment, skills set and competence development; leadership; and systems and procedures.

6.2.1. Institutional Framework

Implementation of this strategic plan requires an appropriate institutional framework. To ensure effective implementation of this Strategic Plan, the Department will implement the approved organization structure.

6.2.2. Staff Establishment, Skills Set and Competence Development

A comprehensive assessment of the current staff establishment was undertaken to ensure effective implementation of this Strategic Plan.

6.2.3. Leadership

The implementation of this Strategic Plan will be spearheaded by the top management led by the Government Printer. This will then be cascaded to various divisions within the Department.

Strategic Theme Teams will be appointed to coordinate implementation of the strategic activities as outlined in the implementation matrix. These teams have been organized based on strategic issues identified in Chapter 4 and aligned to the respective key result areas. It will also factor the responsibilities as captured in the implementation matrix.

6.2.4. Systems and Procedures

Successful implementation of this Strategic Plan requires a responsive and agile system supported by well-documented standard operating procedures. The Department will review its internal systems, processes and Standard Operating Procedures (SOPs) to ensure effective and efficient implementation of this Plan. Further, it will adopt quality standards and digitalization of services.

6.3. Risk Management Framework

The Department has categorized various risks that might hinder the realization of this Strategic Plan together with the respective mitigation measures as detailed in Table 6.4:

Table 6.4: Risk Management Framework

S/No.	Risks	Risk Likelihood (L,M,H)	Severity (L,M,H)	Overall Risk Level (L,M,H)	Mitigation Measure (s)
1	Insufficient budgetary allocation	High	High	High	• Partner with development partners • Diversify products and services • Market products and services
2	Turnover of skilled and competent staff	Medium	Low	Medium	• Implement approved career guidelines • Succession management
3	Staffing gaps	High	Medium	High	• Succession planning • Recruit staff in collaboration with

S/No.	Risks	Risk Likelihood (L,M,H)	Severity (L,M,H)	Overall Risk Level (L,M,H)	Mitigation Measure (s)
					PSC and National Treasury
4	Inadequate technology & infrastructure	High	High	High	• Invest in ICT & modern infrastructure; • Adopt automation; • Partner with technology providers
5	Global economic instability	High	High	High	• Diversify revenue streams
6	Slow uptake of modern technology	High	High	High	• Sensitize/train staff • Invest in research and development
7	Cybersecurity	High	High	High	• Invest in network security and access controls • Adopt best practices and standards in cybersecurity

CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

To successfully implement this Strategic Plan, there is a need for resources and strategies for mobilizing resources. This chapter covers the financial resources required for the implementation of this Strategic Plan over the next 5 years.

7.1.   Financial Requirements

The resource requirements for implementation of this strategic plan is as captured below:

Table 7.1.   Financial Requirements

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Year l	Year 2	Year 3	Year 4	Year 5	Total
KRA 1:	39.0	5.0	3.0	-	-	**47.0**
KRA 2:	355.0	2,985.0	2,990.0	2,995.0	3,000.0	**12,325.0**
KRA 3:	239.0	299.6	620.8	80.6	75.3	**1,315.3**
KRA 4:	120.0	206.8	191.0	186.0	186.1	**889.9**
KRA 5:	61.7	268.0	200.3	150.5	115.2	**795.7**
KRA 6:	6.5	22.1	27.5	38.5	48.5	**143.1**
KRA 7:	144.0	12.2	14.2	14.2	14.2	**198.8**
KRA 8:	5.0	47.0	47.0	47.0	47.0	**193.0**
KRA 9:	7.2	12.2	14.2	14.2	14.2	**62.0**
Total	**977.4**	**3,857.9**	**4,108.0**	**3,526.0**	**3,500.5**	**15,969.8**

The Department determined the resource gaps by demonstrating the variance between resource requirement and estimated budgetary allocations. Resource allocation for the first three years was guided by the MTEF budget estimates while the two outer years was projected.

7.2.   Resource Mobilization Strategies

The implementation of this Strategic Plan requires **Ksh. 15,969.8 million**. In order to fully realize the strategic objectives, there is need to mobilize required resources within the Plan period. The Department will deploy the following strategies to mobilize for resources:

a) Public-Private Partnership (PPP);
b) Grants and loans;
c) Internally generated resources (A-in-A) through disposal of idle assets and sale of tender documents;
d) Cost saving through seeking exemptions on taxes; and
e) Sale of e-publications and other documents.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING FRAMEWORK

Government Press will undertake continuous monitoring and evaluation during the implementation of the Plan. This chapter provides a robust Monitoring, Evaluation and Reporting Framework. This is in addition to performance standards and feedback mechanisms on implementation of identified priorities in this strategic plan. The information generated will be critical for evidence-based decision making by the management.

8.1.Monitoring Framework

Monitoring is an important management tool that will help in making timely and targeted decisions aimed at successful implementation of the Strategic Plan while enhancing the Department's performance. The Department shall establish structures for the purpose of ensuring success of the Strategic Plan and reporting of progress. The key targets and indicators for this Strategic Plan are presented in the implementation matrix and organized into annual targets. The Divisions, Sections and Units will prepare and submit quarterly and annual M&E reports to the Administrator for compilation and discussion by the respective divisions and the Monitoring and Evaluation Committee.

The Department has put in place a quarterly monitoring and reporting framework to ensure successful implementation of the Strategic Plan in line with established legal frameworks and quality control mechanisms. The Monitoring and Evaluation Committee will monitor the implementation of this Strategic Plan with coordination of Central Planning and Project Monitoring Department (CPPMD).

8.2.Performance Standard

The performance monitoring of this Plan will adhere to the quality standards encompassing relevance, efficiency, effectiveness, and timeliness. The Strategic Theme Teams (STTs) will track performance of the different indicators outlined in the implementation matrix and the outcomes annual projections. Some of the indicators will be implemented through the performance contracting mechanism.

8.3.Evaluation Framework

The Government Press will carry out periodic evaluation of the Strategic Plan to assess the level of achievement of the objectives towards attainment of the strategic goals. Mid-term evaluation will be carried out after 2.5 years, while end-term evaluation will be undertaken after 5 years.

The methods for data collection will include review of strategic documents and programme reports, key informant interviews, departmental meetings, observation and questionnaires.

8.3.1. Mid-Term Evaluation

Government Press will conduct a participatory and evidence-based mid-term evaluation in accordance with Kenya Evaluation Guidelines, 2020. The aim is to identify and address any potential problems in implementation of the Plan.

8.3.2. End-Term Evaluation

End-term evaluation will be done at the end of the implementation period to document the achievements based on the goals and objectives set. Reference will be made to the Kenya Evaluation Guidelines, 2020 and the Kenya Norms and Standards for M&E. This will inform the next planning cycle.

8.4.Reporting Framework and Feedback Mechanism

The Monitoring and Evaluation Committee, with the coordination of the CPPMD will prepare quarterly and annual performance reports using the prescribed reporting templates.